



**LEBANON HERITAGE COMMISSION
REGULAR MEETING AGENDA
Lebanon Senior Center
Wednesday, February 13, 2019
7:00pm**

1. CALL TO ORDER:

2. ELECTION OF OFFICERS:

Chair & Vice Chair

3. APPROVAL OF MINUTES:

A. DECEMBER 12, 2018

Documents:

[Heritage_Item 3_12.12.18 Mins.pdf](#)

4. PUBLIC HEARINGS:

A. NO APPLICATIONS RECEIVED

5. PUBLIC REVIEW:

A. FOUNTAIN WORKING GROUP:

i. Review of Fountain Working Group contributions & status

B. DANA HOUSE WORKING GROUP:

i. Public Works coordination – debrief of 12/27 staff meeting

ii. Dana House Action Plan – current version review

iii. Public Engagement Survey

iv. SAU88 Venue & Presentation Outline for Community Open House

C. SPECIAL PROJECTS WORKING GROUP:

i. Peck Homestead Landmark Designation – Event to Award Medallion

D. STUDY ITEMS:

i. Master Plan Implementation Status Reporting Responsibilities

Documents:

[Heritage_Item 5d_Master Plan.pdf](#)

6. OTHER BUSINESS:

A. ARTS & CULTURE COMMISSION – APPOINT HERITAGE REPRESENTATIVE

B. EDUCATION AND OUTREACH

7. **PUBLIC COMMENT:**

8. **FUTURE AGENDA ITEMS:**

- i. Mills of Lebanon – Summary of Priorities & Mall Kiosk Update

9. **ADJOURNMENT:**

Any person with a hearing disability who wishes to attend this public meeting and needs the services of either a sign language interpreter or special equipment (FM system), **please contact the Planning Office at 603-448-1457 at least 72 hours in advance so the City can make any necessary arrangements. For more information** about what is happening with these applications and in the City, please visit our website at www.lebanonnh.gov

AGENDA
HERITAGE COMMISSION
FEBRUARY 13, 2019

AGENDA ITEM #3
APPROVAL OF MINUTES

DECEMBER 12, 2018

**CITY OF LEBANON
HERITAGE COMMISSION
Wednesday, December 12, 2018
EAST MEETING ROOM, CITY HALL**

- 1 **MEMBERS PRESENT:** Lindamae Peck (Vice Chair), Rebecca Book, Linda Cole,
2 Raymond Book (Alt.), Karen Zook (City Council),
3
4 **MEMBERS ABSENT:** Robert Welsch (Chair), Gregory Schwarz (Planning Board Rep.),
5 Joshua Lascell, Edward Ashley (Alt. & City Historian), Bruce
6 Bonner (Alt. Council Representative).
7
8 **STAFF PRESENT:** Rebecca Owens (Associate Planner)
9
-

10 1. **CALL TO ORDER: Lindamae Peck (Vice Chair) called the meeting to order at 7:04 PM**
11 Raymond Book was assigned regular membership duties in the absence of Joshua Lascell.
12

13 2. **Approval of Minutes: November 14, 2018**
14 **Amendment: Page 2, line 10: Change "since" to "once"**
15

16 *Moved by Ms. Book to approve the minutes of the Lebanon Heritage Commission meeting of*
17 *November 14, 2018 as amended. Seconded by Ms. Cole.*
18 **The vote was unanimous in favor, 5-0.*
19

20 3. **Regulatory Review: No applications received for December**

21 Ms. Owens informed the Commission that the Historical Society would be using the Colburn Park
22 Bandstand space, where the Chamber of Commerce office was located, and described what the space
23 would look like.
24

25 4. **Fountain Working Group Report:**

26 Ms. Peck informed the Commission about the following:

- 27 • The Heritage Commission will not be receiving any funds from the Dwinell Charitable Trust.
28 No explanation, other than there are more worthy projects than funding available, was given.
- 29 • On a sad note: Ms. Peck said the Glenwood Cemetery Fountain was to be the last project that
30 she, Priscilla Gosselin and Lorraine Morrison were going to do. She spoke about the many
31 projects the Fountain Working Group has undertaken over the last 20 years (1998-2018). They
32 were all in agreement that they would retire after the Glenwood Cemetery Fountain was
33 completed, and since they do not have money to complete this project, they would be retiring
34 now. She said the Heritage Commission should make a recommendation to the City Council
35 about what to do with the funds donated specifically in association to Glenwood Cemetery
36 Fountain. These funds reside with the Rotary Club, because the Rotary Club was the Fountain
37 Working Groups fiscal agent. There would also be a need to contact the donors and ask them if
38 they want their money back or ask them if they would allow the City to apply their donations to
39 a fountain in another location. If the decision is to delay action, for a month or so, in case some
40 funding source becomes available, the Fountain Working Group would take the Glenwood
41 Fountain project to its completion. However, it is probably best to take action now and take
42 what remains of fundraising activity and coordinating whatever needs to be coordinated with the
43 donors and the Rotary Club. A list of donors would be provided.
44

1 Ms. Book suggested that conversation be put on hold until the January meeting, when more
2 members are present.

3
4 *Ms. Book MOVED that the Commission expresses their deepest appreciation to Ms. Pricilla Gosselin,*
5 *Ms. Lindamae Peck and Ms. Lorraine Morrison for their work on fountains for the City of Lebanon.*
6 *The Commission recommends that a letter of appreciation be sent (by the City and the Heritage*
7 *Commission).*

8 *The MOTIONS was seconded by Ms. Cole.*

9 **The vote on the MOTION was unanimous by quorum (5-0).*

10
11 **5. Dana House Working Group Report:**

12 **A. Dana House Action Plan – current version review**

13 Ms. Owens handed out the collective effort draft updated version (#4) of the Dana House Action Plan to
14 the Commission.

15
16 Ms. Book said the Dana House Action Plan needs to be finalized so it can go to Shelley Hadfield next,
17 and then to the Department of Historic Resources (DHR) for another review, which is necessary in order
18 for the Commission to get funding.

19
20 The Commission spent most of the meeting reviewing the Action Plans step-by-step list of what needs to
21 be done. Their discussion focused on some of the edits the Commission felt needed to be made regarding
22 the exterior/interior of the building, the site plan, potential uses of the property, security options, and
23 benefits of the property to the City of Lebanon and the Dana House relationship to West Lebanon. They
24 also discussed funding sources and potential grants. Ms. Owens will make the suggested changes to the
25 Dana House Action Plan and will bring back to the Commission at their January 2019 meeting for another
26 review.

27
28 The Commission also discussed the letter that Chair Welsch sent Ms. Hadfield.

29
30 **B. Public Engagement Survey**

31 Ms. Owens will develop some questions for public survey and bring a draft back to the Commission at
32 their meeting January 2019 for their review. The focus would be to launch this survey in February 2019,
33 which would come from the City's News Alerts.

34
35 **C. SAU 88 Venue & Presentation Outline for Community Open House**

36 Ms. Owens said she spoke with the School District and the Heritage Commission can reserve the
37 auditorium or another room at their Seminary Hill School District Building. Ms. Owens will do a site
38 visit. The Commission discussed other possible site locations but determined that the SAU #88
39 Auditorium would most likely be the best place to have this event, which would take place in March.

40
41 Ms. Owens said if the Commission can get a survey launched in February, the results of the survey can be
42 presented at the March event. Major stakeholders (invitees) for this event would be the school, City
43 officials, the Heritage Commission, DHR and the public. Further discussion took place regarding who
44 else should be invited to this event.

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46 **6. Special Projects Working Group:** Not discussed, as Dana House was the priority for this
47 meeting.

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49 **7. Study Items**

50 **A. Mills of Lebanon – Summary of Priorities –** Not discussed.

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8. Other Business/Future Agendas:

A. Education and Outreach: Not discussed.

B. Arts & Culture Commission: Ms. Peck asked if anyone from the Commission was interested in occupying a seat on this Commission. This will be left on the agenda for the January 2019 meeting.

C. Peck Homestead Landmark Designation – Event to Award Medallion: They are just waiting to hear back from Alice Peck Day Hospital to piggy back with the Award Designation.

D. Minute Changes: Ms. Owens had sent around a letter to the Commission regarding minute changes.

9. Open Discussion

The Commission reviewed Chair Welsch’s letter to Ms. Hadfield that Ms. Owens’s handed out.

The Commission also discussed:

- Focusing on an era, or eras, of the Dana House, its architecture, and the history of settlement in this area.
- Developing a possible sisterhood with West Lebanon and the benefits that would come from that historical connection.
- Outreach/Programming Plan to attract visitors.
- Signage.
- Benefits of repairing Dana House and extending the hours and days the Dana House would be open to the public.
- July 4th activities/Annual Founders Day Celebration by local businesses and how Dana House could be part of these celebrations.
- The development of a possible West Lebanon Historic District and looking at a potential CLG grant to fund this project.

10. ADJOURNMENT:

A MOTION was made by Karen Zook to adjourn the meeting at 8:50 p.m. Seconded by Mr. Book.

** The vote on the MOTION was unanimous in favor (5-0).*

Respectfully submitted,
Dona E. Gibson
Recording Secretary

**AGENDA
HERITAGE COMMISSION
FEBRUARY 13, 2019**

**AGENDA ITEM #5D
STUDY ITEMS**

**MASTER PLAN
IMPLEMENTATION STATUS
REPORTING
RESPONSIBILITIES**



CITY OF LEBANON ~ PLANNING & ZONING

MEMORANDUM

TO: Chairpersons: Planning Board, Conservation Commission, EVEC, Heritage Commission, Pedestrian & Bicyclist Advisory Committee, Arts & Culture Commission, LEAC, Downtown Lebanon TIF Advisory Board

CC: Department Heads: City Manager, Public Works, Recreation & Parks Department, Police, Finance, Fire, Airport, City Clerk, Assessing, Energy, Human Resources, Human Services
Chairpersons: SCIMP & Zoning Board of Adjustment

FROM: Planning & Zoning Department

RE: Implementation of the Lebanon Master Plan: Responsibilities

DATE: February 7, 2019

Purpose

This document is a guide for City of Lebanon board/committee members and associated parties to assign responsibilities for implementing Master Plan Chapters, according to the Outcomes (i.e., “Strategies” and “Actions”) defined for each Chapter. The goal of this guide is to empower boards/committees with more structure for implementing, updating, and reporting on the Master Plan, as well as for demonstrating their impact.

Implementation of the Master Plan does not currently follow a documented process beyond suggested focus “themes” for each year between 2012-2030. Some municipalities have an implementation chapter in their Master Plan that identifies responsible parties to lead each goal. Currently, Lebanon’s Steering Committee for the Implementation of the Master Plan (SCIMP) biannually reviews the status of implementation and confirms upcoming priorities based on highly abridged summaries from staff.

SCIMP and the Planning Board have reviewed staff recommendations for improvements to administration of the Master Plan and agree that a more formalized process to gleaning statuses related to Master Plan Outcomes would benefit the long-term success of the plan and also make it more transparent for the general public. Staff has proposed a specific format for a collaborative approach that is explained in this guide. This Master Plan Reporting process includes a request to each board/committee to identify a Master Plan Chapter Champion or “CHaMP” member or sub-committee to be the lead for their assigned chapter.

Objectives

Applying a uniform approach to monitoring progress through clear accountability roles will:

- Distribute responsibilities between stakeholders. City staff has limited capacity to manage all communications and facilitation required between Master Plan implementation, reporting, and updates, so this framework shares the responsibility.
- Enhance board/committee engagement with the Master Plan Outcomes. This Implementation Responsibilities framework will lead to a medium between boards taking ownership of, having adequate engagement with, and refining focus/direction on Master Plan implementation priorities.
- Reveal cumulative progress as well as gaps in implementing the plan.
- Give City officials and board/committee members a tool to facilitate their respective roles and responsibilities. The framework helps prioritize outstanding Outcomes for more efficient collaboration throughout the City's operations.
- Address the public desire for more storytelling and accountability for implementation.

Schedule Summary: Board/Committee Actions Requested & Important Dates

February 2019	All boards / committees	At their next monthly meeting, each City board/committee is requested to <ul style="list-style-type: none"> <input type="checkbox"/> Identify a CHaMP member or sub-committee to be the lead for their assigned chapter <input type="checkbox"/> Complete a <u>preliminary review</u> of their respective chapter and assigned Outcomes ("Strategies" and "Actions") that they are responsible for based on those identified by Planning staff and City workplans.
February 19	All boards / committees	Each Chair communicates to (Rebecca.owens@lebanonnh.gov) to <ul style="list-style-type: none"> <input type="checkbox"/> Notify your CHaMP(s) for Planning staff <input type="checkbox"/> Confirm the Training date that the CHaMP will attend (see below).
February 28	SCIMP/CHaMP	<input type="checkbox"/> Training Option 1 for CHaMPs.
March 7	CHaMP	<input type="checkbox"/> Training Option 2 for CHaMPs.
March	All boards / committees	At this monthly meeting, each board/committee is requested to <ul style="list-style-type: none"> <input type="checkbox"/> Add agenda item to review Outcome <input type="checkbox"/> Complete a <u>final review</u> of their respective chapter Outcomes <input type="checkbox"/> Identify the Outcomes shortlist for the CHaMP to report on, according to criteria stated in this memo for the 2019 Round 1 Priorities. <input type="checkbox"/> This list should be reflected in the minutes and noted by the CHaMP.
March	CHaMP	CHaMP works on Outcomes shortlist to <ul style="list-style-type: none"> <input type="checkbox"/> Draft implementation report forms
April 30	CHaMP	FINAL/COMPLETE implementation status report forms are due. <ul style="list-style-type: none"> <input type="checkbox"/> CHaMP uses the online form to draft and submit the implementation status of each of the 15 Outcomes.

Master Plan Chapter Responsibilities

The following list matches chapters to the boards/committees and City departments that carry the **primary responsibility** for oversight and/or implementation of strategies and tasks in each chapter. Primary responsible parties will be asked to coordinate with associated secondary stakeholders (e.g., Zoning Board, Vital Communities and UVLSRPC) to compile and report on the status of implementation for its Chapter's Outcomes.

[Chapter 01: Introduction](#) – **Planning Dept.** & Planning Board

[Chapter 02: Land Use](#) – **Planning Board** & Planning Dept.

[Chapter 03: Lebanon Central Business District](#) – **TIF Advisory Board** / Planning Dept.

[Chapter 04: West Lebanon Central Business](#) – **Planning Dept.** / EVEC

[Chapter 05: Natural Resources](#) – **Conservation Commission**

[Chapter 06: Economic Development](#) – **EVEC** / Chamber of Commerce

[Chapter 07: Housing](#) – **TBD** / **Planning Dept.**

[Chapter 08: Community Facilities & Services](#) – **Public Works Dept.** / Administration

[Chapter 09: Transportation](#) - **Public Works Dept.** / **Ped-Bike Advisory Committee**

[Chapter 10: Recreation](#) – **Recreation and Parks Dept.** (& Friends)

[Chapter 11: Historic Resources](#) – **Heritage Commission**

[Chapter 12: Community Design & Civic Art](#) – **Arts & Culture Commission**

[Chapter 13: Energy](#) – **LEAC**

Reporting Approach

The steps for engaging boards/committees with related responsibilities are, in summary:

1. **LEAD.** Each board/committee will be asked to assign a lead for their assigned chapter, also known as the “CHaMP”, and to review respective chapter Outcomes.
2. **TRAIN.** The guide will accompany a hands-on training workshop for the CHaMP and associated City support staff. Training will focus on participatory planning and how to complete the following prioritization and reporting responsibilities.
3. **PRIORITIZE.** To focus on a feasible number of Outcomes to tackle, the CHaMP will determine what is complete, pending, and priorities for near-term implementation, according to criteria recommended in this guide—particularly as concerns CIP planning.
4. **REPORT.** The CHaMP will acquire sufficient detail for identified priorities to translate them into a standard online reporting form provided by staff and explained below.
5. **REVIEW.** The information gathered from the CHaMPs will be reviewed and placed on the Master Plan reporting webpage in the format that we have agreed to. This information can be reviewed by City officials to inform their plans and will serve as a continuous, dynamic tracking tool for boards/committees.
6. **ENGAGE.** The City will invite public input on the online reporting content, such as via a contact form on the webpage that anyone can submit a relevant photo or “story” to..
7. **UPDATE.** Finally, by broadening the base of those versed in Master Plan outcomes and their statuses, we hope to a) identify new conditions, issues and similar recommendations for amendments or updates to the Master Plan and b) prepare

boards/committees and the public to identify key performance metrics for each Chapter.

Please refer to the summary schedule provided on page 2; this table may be used as a checklist for each board/committee and CHaMPs, whereas the following section provides more detail and context for each step of the process, as well as criteria for Outcomes reporting:

1. LEAD

At their next monthly meeting, each City of Lebanon board/committee is requested to a) assign a member or sub-committee to be their Master Plan lead for their assigned chapter, also known as the “CHaMP”, b) to review their respective chapter Outcomes, and c) confirm that the Chairperson will notify Rebecca.Owens@lebanonnh.gov following the meeting of who the CHaMP will be and which orientation they will attend.

a. Master Plan Chapter lead or “CHaMP”

- i. Who: The CHaMP can be: any member of the board/committee, including alternates; a chair or vice chair; or a sub-committee or working group. It is suggested to nominate someone interested in building capacity for leadership with their board/committee and who is already involved with or can assist with the quarterly report to City Council.
- ii. What: The CHaMP will commit to bringing their draft Outcome reports to their board/committee for review prior to submitting the form to staff (see schedule below).
- iii. When: The CHaMP must be available for a training on February 28th or March 7th for orientation to responsibilities, as well as for related tasks in the reporting schedule. If the CHaMP cannot be at either orientation, they are asked to let Planning staff know and we’ll provide an alternative.
- iv. How: CHaMP expectations include willingness to be proactive about asking others for updates when necessary. For example, even if the board/committee is the lead organizer of a project or policy (e.g., streetlight study or TIF), the CHaMP may need to reach out to others to establish the most up-to-date status. The CHaMP should also be adaptable and willing to learn how to submit information via an online form akin to a survey; while this requires minimal technical skill, he/she should be comfortable asking for help and recommending process improvements, at times.

b. Review of the Master Plan’s Chapter Outcomes

- i. The CHaMP training will cover how to determine near-term priority outcomes and recent achievements to draft Reporting forms.
- ii. It is then key for the board/committee and CHaMP to review which Outcomes (i.e., “Strategies” and “Actions”) it is the primary lead during its February meeting (preliminary review of all responsibilities it is tasked

with) and March meeting (final identification of priorities). *In the month of February, Ped-Bike met on 2/5 and other meetings are as follows: Heritage 2/13; ConCom 2/14; LEAC 2/21; EVEC 2/27; and TIF's first meeting is to be determined.*

- iii. Staff will pre-screen each Chapter to reduce the field of Outcomes that the board/committee can then break down further into priorities; this information will be shared with each board/committee prior to their monthly meetings.
- iv. *Note that staff and the City workplan will address and prioritize the remaining set of Outcomes that they have primary responsibility for.*

Master Plan Outcomes (Strategies & Actions) – Breaking Outcomes into Sets

According to Responsibility and Priority

1. Outcomes that the **Board/Committee** is the lead for are divided into current and future focus categories.
 - a. 2019 Round 1 Priorities (target shortlist of 15 Outcomes; see criteria below under “Prioritize”)
 - b. The remainder (inactive outcomes, not started yet, etc.) will be addressed in future reporting cycles
2. Outcomes that **City officials** are the lead for
3. Outcomes that **Others** are the lead for

2. TRAIN

- a. CHaMPs and SCIMP members who attend the Feb. 28th or March 7th Reporting orientation will receive:
 - i. Handouts specific to each board’s responsible Outcomes
 - ii. Log-in guidance for a) reviewing the beta online/public report and b) links and templates for completing Outcome status report forms
 - iii. Template table for tracking priority Outcomes
 - iv. Samples of completed Outcome status report forms
 - v. Reporting Task Schedule for CHaMPs

3. PRIORITIZE

To focus on a feasible number of Outcomes to tackle, the CHaMP will determine what is pending and what are priorities for near-term implementation. The decision process for priorities should be according to the following criteria for the 2019 Round 1 Priorities. **The target is for each primary responsible party to create a shortlist of +/-15 priority outcomes.**

- a. 5 **completed** Outcomes between 2012-2018. For example, these can be successes, or major milestones in a longer-term project like the CSO.
- b. 5 **pending/active** Outcomes that require attention in the near-term.
 - i. These should include any Outcomes that are already listed and/or are still outstanding in the current City workplan and already have funding. They may also include Outcomes prioritized by policies or sub-plans (e.g., the Downtown Vision Study) that the board/committee is actively engaged with.
- c. 5 **new** Outcomes that are planned for or should be initiated in the near-term.
 - i. These may be initiatives that require funding. **ANY CAPITAL IMPROVEMENT PROJECT (CIP, i.e., growth/capacity-related) OR OTHER CAPITAL PROJECT (CP, i.e., maintenance)** that the board/committee wishes to include in the pipeline for CIP/CP funding in the coming year's Planning Board and Council review should be included in this set of priorities. Refer to the Updated CIP Policy and Procedures (January 2019); this information goes to the Planning Board for its review of upcoming CIP proposals in Feb./March of each year and is expected to complete the preliminary CIP Project List by the March work session. Board Chairs and CHaMPs should review projects that were not funded or which were only partly funded in the last CIP cycle and consider whether these should be included in the new cycle as part of this priority set. This year, the pipeline represents 2020-2025 so even if a project is not foreseen for the coming year, if it is anticipated within the 6-year cycle, it should be identified here.
 - ii. Besides CIP/CP items, these may be Outcomes prioritized for status reporting and implementation based on the Master Plan Implementation Schedule and which themes are currently in focus.
 - iii. The board/committee may also want to consider Outcomes in this set that require grant applications and/or local match funding for studies/plans outside of the CIP/CP process (e.g., CLG).
- d. Other considerations:
 - i. Outcomes selected for this first round of status reporting and implementation focus have maximum potential for impact if they have at least one other cross-reference Outcome in the Master Plan. In other words, most Outcomes have related actions/strategies.
 - ii. Does the Outcome have a strong story to tell via a status report? What is it about this completed or planned Outcome that will catch the public's interest? Why is it important to them—beyond that it is identified in the Master Plan?

- iii. Not all 15 or so Outcomes selected will result in a complete status report profile. This is, after all, the first time we are attempting to obtain the information in many cases, and we expect that refinements will be required and that there will be gaps, such as for metrics that will be more appropriately identified after public hearings and engagement later in the year. This is an incremental process and getting some information aggregated as a baseline to build upon in the future is the ultimate goal.

4. REPORT

- a. The CHaMP will acquire sufficient detail for identified priorities to translate them into a standard online reporting form provided by staff. *Note that the Metrics detail is optional at this point; while some Outcomes may be associated with measurements that are already being documented and those are welcome to be included, this data will be addressed during the Update step, #7, later in 2019.*
- b. In order to align report timing with project planning processes including the City workplan and CIP, we ask for the 15 or so Outcome status reports to be completed and submitted by no later than April 30th, which allows for each board/committee and their CHaMP to review their Chapter Outcomes at their March meeting.
- c. Staff will then require approximately a month, targeting May 30th, to refine and verify the statuses, adding detail where there are gaps, if possible. The information will then be provided to the City's IT staff to upload it to the online Report platform.
- d. While the number of Outcomes varies by Chapter, with approximately 600 Outcomes in total, and 13 Chapters, there are +/-46 Outcomes per Chapter. The baseline reporting content can be completed by mid-2020 if there are 3 rounds of reporting by CHaMPs.
- e. Once the baseline is established, we can determine maintenance, either retaining the CHaMP role for a less frequent, such as annual, reporting responsibility, or a similar approach that ensures Outcome statuses are kept fresh by all three sets of Responsible Parties per chapter.

5. REVIEW

- a. The information gathered from the CHaMPs will be refined and published by staff, with IT's assistance, onto a public webpage.
- b. This information can then be reviewed by staff, the Planning Board and all participating boards/committees to inform the City's annual agenda for Workplans, the CIP, regulatory (i.e., zoning) and non-regulatory (i.e., development review and policy) amendments, and departmental strategic plans.
- c. The report will serve as a continuous, dynamic tracking reference for boards/committees.

6. ENGAGE

- a. *Quarterly Report to City Council.* Each board/committee may decide to use completed Master Plan implementation report forms as attachments to or to inform their existing report-out to City Council
- b. *Photographs.* Contributions submitted by anyone from the public via a new form (similar to the existing City of Lebanon Photo Gallery OR using the Gallery but requiring tag identification, such as “#masterplan”) will be considered for inclusion with reported content if deemed to be a direct impact of Master Plan implementation.
- o *Executive Summary.* By Fall 2019, at least one round of CHaMP reports will be complete and available online. All Outcome statuses to date will be reviewed for highlights and drafted by staff as an Executive Summary for presentation to SCIMP, then shared broadly to Lebanon’s citizens through the Master Plan website, City Manager newsletter and potentially, a community mailer. In addition to the Outcome highlights, we may wish to include a summary of community profile stats including growth, recent/current events of significance, trends and other data of interest that is significantly different from or complementary to the original Chapter 1. In addition, to cap off the celebration aspect of such a communication, and reiterating an idea stated in an October 27, 2017, Planning staff memo to the Planning Board, the summary could include a text box or page dedicated to a new community award or simply to a successful collaborative effort that resulted in implementation of a major action item in the past year. This could take the form of a case study, photo, link(s) to related information, recognition of a model partnership strategy, new program, pilot initiative, etc., and could apply content contributions from citizens (i.e., the photograph form).

7. UPDATE

Finally, by broadening the base of those versed in Master Plan outcomes and their statuses through the CHaMPs reporting initiative, we hope to a) identify new conditions, issues and similar recommendations for amendments or updates to the Master Plan and b) prepare boards/committees and the public to identify key performance metrics for each Chapter. The emphasis of the CHaMP training is on Implementation Status Reporting, but as a brief insight, we intend to roll out more board/committee engagement with Master Plan Updating, with emphasis on defining performance metrics, by mid-2019.

Full Implementation Schedule (2019-2020) Linking CIP to Master Plan Reporting

January	Planning Board	Begins preliminary review of 2020-2025 CIP Program
February 7	Staff	Memo to all boards/committees to assign CHaMP at regular Feb. meeting
February 11	Planning Board	Review of CHaMP training based on this document & Example Report Forms
February	All boards / committees	At their next monthly meeting, each City board/committee is requested to <ul style="list-style-type: none"> <input type="checkbox"/> Identify a CHaMP member or sub-committee to be the lead for their assigned chapter <input type="checkbox"/> Complete a <u>preliminary review</u> of their respective chapter and assigned Outcomes (“Strategies” and “Actions”) that they are responsible for based on those identified by Planning staff and City workplans.
February 19	All boards / committees	Each Chair communicates to (Rebecca.owens@lebanonnh.gov) to <ul style="list-style-type: none"> <input type="checkbox"/> Notify your CHaMP(s) for Planning staff <input type="checkbox"/> Confirm Training date that the CHaMP will attend (see below).
February 25	Planning Board	Reviews CIP Excel spreadsheet as a starting point for the upcoming CIP
February 28	SCIMP/CHaMP	Training Option 1 for CHaMPs.
March 7	CHaMP	Training Option 2 for CHaMPs.
March	All boards / committees	At this monthly meeting, each board/committee is requested to <ul style="list-style-type: none"> <input type="checkbox"/> Add agenda item to review Outcome <input type="checkbox"/> Complete a <u>final review</u> of their respective chapter Outcomes <input type="checkbox"/> Identify the Outcomes shortlist for the CHaMP to report on, according to criteria stated in this memo for the 2019 Round 1 Priorities. <input type="checkbox"/> This list should be reflected in the minutes and noted by the CHaMP.
March	CHaMP	CHaMP works on Outcomes shortlist to <ul style="list-style-type: none"> <input type="checkbox"/> Draft implementation report forms
March 25	Planning Board	Complete the preliminary CIP Project List
Early April	Staff	Capital budget forms, guidelines, and instructions will be distributed to departments to prepare and gather supporting documents and materials.
April 30	CHaMP	FINAL/COMPLETE implementation status report forms are due. <ul style="list-style-type: none"> <input type="checkbox"/> CHaMP uses the online form to draft and submit the implementation status of each of the 15 Outcomes.
Early May	All	CIP and Other Capital project proposals will be due back to Planning staff
May 30	Staff	Convert CHaMP Outcome statuses to online Report
June	All	Check-in to review Reporting process and initiate Update steps (i.e., metrics)
Summer 2019	All	Reporting “Round 2”
Fall 2019	SCIMP/staff	By this time, at least one round of CHaMP reports will be complete and available online. All Outcome statuses to date will be reviewed for highlights and drafted by staff as an Executive Summary for presentation to SCIMP, then shared broadly to Lebanon’s citizens through the Master Plan website.
Winter 2019-2020	All	Reporting “Round 3”
Mid 2020	All	Complete ‘baseline’ Outcome status reporting and transition to maintenance mode